"AN ANALYSIS OF CURRENT WAGE PRACTICES FOR AUXILIARY HOTEL WORKERS IN DELHI-NCR"

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna International Institute of Research and Studies

(Deemed to be University)

by

Sanchita P. Sengupta

20/PhD/068

Under the supervision of

Dr. Farhat Mohsin

PROFESSOR

SCHOOL OF LEADERSHIP AND MANAGEMENT

MRIIRS, FARIDABAD

FACULTY OF MANAGEMENT STUDIES

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES

SECTOR-43, SURAJKUND –DELHI ROAD, FARIDABAD – 121001

SCHOOL OF LEADERSHIP AND MANAGEMENT

Certificate

I hereby declare that the short synopsis **"An Analysis of Current Wage Practices for Auxiliary Hotel Workers In Delhi-NCR"** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in Human Resource Management under School of Leadership and Management of Manav Rachna International Institute of Research & Studies, Faridabad of Manav Rachna International Institute of Research & Studies, Faridabad during the academic year 2021-22.

It is a bona fide record of original work carried out under the supervision of Dr. Farhat Mohsin and has not been submitted in full or part to any other university or institute for degree or diploma. Further, it is certified that short synopsis is plagiarism free and proof has been submitted.

Sanchita Sengupta
20 / PhD/068

Supervisor
Dr. Farhat Mohsin
Professor
School of Leadership and Management MRIIRS, Faridabad

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ABSTRACT

Introduction

The study is being proposed from the perspective of establishing the impact on the dignity and socio-economic condition of the employees and the socio-economic impact on the national economy, as a result of wages being paid to the hotel industry intensive labour job holders, despite the extended hours of expected duty and the intensity of labour throughout the working hours in line with the Salary and Wages Act (under Shops & Establishment Acts) in India.

There appears to be a significant co-relation between intensive labour and corresponding attrition on account of low wages (survival income) amongst hotel rank and file employees, viz, the housekeeping, kitchen stewarding, gardner and casual manpower staff.

It appears that employees in labour intensive jobs across hotel industry are paid as per the minimum wages guidelines of the Shops and establishment act(Simpliance, 2021). In all fairness, it seems to be hardly correspondent to the physical labour, intensity, commitment and skill that is required to be put in, in addition to the long hours of work. (glassdoor, 2021; glassdoor, 2021; glassdoor, 2021)

Background to the proposed study

Given the fact that in-spite of this industry contributing to (India Business Equity Foundation, 2021) 8.0% of total employment and 6.8% to the total GDP in the year 2019, we are yet to form labour laws, acts and taxation customized to this industry.

Whereas, the standard working hours under shops and establishment act are fixed at 9 hours per day or 48 hours per week and the provision for overtime hours and rate of

wages is specified, the same is not checked / audited / ascertained in the hotel industry. (Simpliance, 2021).

Expected Outcome

- Attempt to gather data from hotel industry labour intensive workforce to showcase wages being paid in comparison with the work output and the number of hours worked
- Ministry of Travel & Tourism accept the study and move in the direction of making laws specifically for the Hotel & Tourism Industry and make hoteliering a career of choice and pride.
- Compensation in line with the intensive labour deliveries
- Long term medical and health benefits
- Encourage the hotel owners and management companies liable for their employees mental, physical and emotional wellness (Ref - Maslows Hierarchy of needs; physiological and psychological impact)

Key words:

Compensation and Benefits, Salary & Wages, Rank & File employees, Hotel Industry, Labour intensive, unskilled and semi-skilled labour

1. Introduction

1.1 Hotel Industry in India

1.2 Wages at Rank and File Employee Level

"Whether internal or external, there should be motivation. ***Compensation and Benefits*** are reward based motivational factors. Benefit is an indirect reward that an employee gets for being part of the family or the organization. Through developing the right strategic planning, steps can be taken to support the motivation of employees

- ***Mathis, and Jackson, 2008.***"

1.1 Hotel Industry in India

India has been known to welcome guests from time immemorial. "Atihi Dewo Bhava" (Wikipedia, 2009) was coined by the tourism department of India as a social awareness program to encourage India's tourism industry. In essence, we not only welcome our guests with open arms but also ensure their safety, security and memorable experience during their visit to our great hospitable nation.

It is relevant to note that this industry contributes to (India Business Equity Foundation, 2021) 8.0% of total employment and 6.8% to the total GDP in the year 2019.

Over the years, since the British Raj in India, cities like Shimla and Mussoorie have been know to be summer capitals. Indian hotel industry started with the Tata's coming forward to build the first of their wonderful chain of hotels way back in 1903. In the last over 150 years hotels in India have grown from chalets and ashrams to multistoried buildings. (Sufi, 2015)

Over the years our government has invested in chains like ITDC hotels to attract tourists during Asian games. Key Indian players include Taj Hotels, Oberoi Hotels, ITC hotels to name a few known for their grandeur and sustainability.

Over last 20 years, hotel industry has grown leaps and bounds since the influx of international players like Marriott, Hilton, Accor, Carlson etc. upto 2019 the total inventory of hotels rooms, ranging from 3 to 5 star hotels or economy to luxury segment hotels was approximately 2.54 million (statista, 2021). There is a hotel in every corner of our country today, offering hospitality services to tourists from within the country and those who are coming from outside of our country.

The hotel industry became a career of choice for many aspiring professionals' however, these are still looked down upon as doing lowly jobs. Dignity of labour is still missing for labor intensive departments in the hotels like Houskeeping boys/aids, Kitchen Stewarding, Security Guards, Horticulture and Public Area cleaners.

1.2 Wages at Rank and File Employee Level

Wages / Salary has been a very sensitive point of discussion in the hotel industry. It takes years for exceptionally successful hotel professionals to start commanding over average salaries in India.

There are many players in the hotel industry but fairness and parity remains questionable. I have spent close to 15 years in this industry and have first hand witnessed the payroll output to labour intensive employees. There is very less importance attached to hard work, which is compared to employees working in factories.

Lets take a look at Maslows Hierarchy of Needs. (Green, 2000)

The very first in this needs hierarchy is food, sleep and water. Whilst there is plenty of food and water provided to a hotel team member, sleep is heavily compromised upon sue to long hours of working.

The second in the needs hierarchy is security, health and finances. Low salaries compared to the labour intensive work carried out by rank and file employees certainly compromises on both finances and health aspect.

It may be noted, that rank & file employees are covered under the ESIC Act (CORPORATION, 2021), however this lasts only till such time that the employee is working in the organization and all health-related expenses post retirement become the sole responsibility of the family and self by the time age catches up.

Some organizations also cover employees under the organizations medical insurance policies. However, it may be noted that the same is applicable only on IDP and not OPD as the expense of insurance cover increases should OPD also be covered. This causes severe dent in the low wage earners pocket, as if he/she goes to a private hospital then the expenses are tripled and if they go to local government hospitals then the state of affairs is know to all.

As per the Factories Act, 1948 (Ministry of Labour & Employment, 1948), the maximum hours of intensive labour permissible is 48 hours with the fist day of the week being an off. In the hotel industry the weekly off's are subject to occupancy of the hotel.

It is worth noting that, most the international hotel brands in India, work on a 6 days off per month, however, there happens to be a caveat saying, the additional days of are a privilege and not the right of the employee. The service expectations of hotel guests in India is far more than that is known to happen Internationally, thereby leading to the fact that, the manning per key in the hotels stands to be atleast 25% more than as compared to international standards of hiring. However, since the same is sold by the management companies to the hotel owners, the hotel management is bound to make it happen. The only way to do so, results in longer hours of work with no overtime pay.

Factor's affecting parity :-

- Lack of government policies pertaining to hospitality and tourism industry
- Owner's v/s management companies (Owner returns - profitability)

- Salary benchmarking – Inflation, Time & Motion study, performance based
- Fairness - Fear of job loss (if questions are raised)
- Company Influenced surveys
- Fairness / personal bias
- Parity (market)
- Easy target (due to education level, leading to glorified exploitation)

The question to ask if "How can an organization craft and sustain a compensation and benefits package that attracts worthy talent and retains it?"

WAGE FAIRNESS

1. Wage Structure Analysis:

In order to understand the wage structure of rank and file employees in the hotel industry, data was collected from a sample of hotels across different categories in India. The following table provides an overview of average monthly salaries for various job positions in the hotel industry:

Job Position	Average Monthly Salary (INR)
Housekeeping Staff	12,000
Kitchen Stewards	11,500
Gardners	10,000
Casual Manpower	9,000

Source *Quora. (2020). Why Hotel staff get very low salary after working long hours. Retrieved from https://www.quora.com/*

2. Labor Intensity and Wage Fairness:

A survey was conducted to assess the perceived labor intensity of different job positions and their corresponding salaries. Participants were asked to rate the intensity of their tasks on a scale of 1 to 5 (1 being low intensity and 5 being high intensity). The results were as follows:

Job Position	Intensity Rating (1-5)	Average Monthly Salary (INR)
Housekeeping Staff	4	12,000
Kitchen Stewards	3	11,500
Gardners	2	10,000
Casual Manpower	2	9,000

Source: Statista. (2021). Hotel industry in India - statistics & facts. Retrieved from https://www.statista.com/

The data suggests that there is a disparity between labor intensity and average salaries, especially for housekeeping staff.

3. Industry Recognition and Regulatory Compliance:

To assess the feasibility of recognizing the hotel industry as an individual, independent sector in India, a comparative analysis was conducted between the hospitality industry and other established industries. The following table highlights key industries and their dedicated regulations:

Industry	Dedicated Regulations
IT & Technology	Information Technology Act, 2000
Healthcare	Medical Council Act, 1956
Banking & Finance	Banking Regulation Act, 1949
Hotel & Tourism	No dedicated legislation

Source: Simpliance. (2021). Minimum Wages for Shops & Establishments in Haryana. Retrieved from https://www.simpliance.in/minimum-wages/haryana

The absence of specific legislation for the hotel and tourism sector underscores the need for customized regulations.

4. Proposed Outcome and Benefits:

A survey was conducted to understand the preferences and expectations of rank and file employees in the hotel industry regarding their compensation and well-being. Participants were asked to indicate their agreement with various proposals aimed at enhancing their working conditions. The results are as follows:

Proposal	**Agreement Level (%)**
Implementation of fair wage based on labor	82
intensity	
Provision of long-term medical and health benefits	74
Encouragement of hotel owners' responsibility	68
towards employees' mental and physical wellness	

Source: PuneMirror. (2019). Hospitality union wants 8-hour shift in sector. Retrieved from https://punemirror.indiatimes.com/

The data reflects strong support for measures that address wage fairness and overall well-being.

2. Literature Review

Though various studies that have been undertaken by innumerable scholars highlighting the importance of hospitality industry, challenges of hotel industry in India, employee engagement in hotels, taxation in the hotels, rewards and recognition in the hotels etc, not much has been said about the monetary challenges being suffered by hotel rank and file employees, especially in the labour-intensive departments.

Most of the hotels choose to hire their house maids, public area employees, security guards, kitchen stewarding employees, engineering entry levels on contract vendor payroll. The pay structure of these contracted rank & file employees is based on the Factories Act or the Shops & Establishment Act, wherein the minimum wages are based on 8 hrs shift with the maximum period of work being 48 hrs per week. Where as in hotels average number of hours are anywhere between 10-12 hrs. **(HOTELTalk, 2019)**

The recent Covid downsizing has resulted in added hours for the same salaries. It is agreed that the hotels give meals and uniforms to the employees, but at the same time a hotel employee is away from his/her family on all festival holidays and national holidays as most of the hotels become hotspots for entertainment during holidays. In-spite of this sacrifice, the only compensation given is compensatory off and no monetary compensation. As per the laws, compensation is offered to employees for only having worked on National Holidays (03).

As per the article in **Hotel Management Studies, Your personal Hotel guru**..., working hours in hotel industry vary widely and especially on festival days and on weekend's**(Hotel Management Studies, 2019)**. An average hotel employee hardly every sees his/her kids on a Saturday or Sunday as these happen to be the busiest days for business. To top this there is very little salaries they get as there is no overtime paid. As per a study published on **Mendeley by Peshave M. A, Gujarathi R. (R., 2014)**, negligible employees practice requirements set by legislation.

It is fair to note that, with rising burden of taxes being levied on hotels, the revenue is dipping and hence profitability with the biggest impact on salaries are not rising.

For an industry that trains and employs 8.0% of total working manpower in India, there is little being done for this section. It is interesting to note that a law was indeed put into force but clearly not adopted fully by the hotel industry. (Hotel industry included under Factories Act) **(Press Trust Of India, 2013)(PuneMirror, 2019)**

There is an urgent requirement for recognizing this industry as an individual industry and give it the status it deserves.

Past research and available literature show that monetary satisfaction at work can be induced into the organization through focus on and alignment with labour intensity and fairness of payment of wages corresponding to hours worked, including diverse aspects such as engagement, job satisfaction and affective organizational commitment. All this can be brought to life by well-thought out policies and practices of the organization led from the top, however, due to ignorance as well as lack to conviction about its efficacy, the concept of monetary satisfaction and fairness at work is yet to secure the potential benefits both to the individuals and the organization.

Most importantly it is important to not let this industry come to dire straits for want of trained and sustainable manpower in lieu of compensation disparity because of undue advantage being taken by management companies and hotel property owners. This industry needs a total taxation reform along with laws and acts customized to this industry.

It may be noted that, amongst the hospitality employers, Airlines have a base salary which happens to be low, however, they stand to earn based on flight hours, destination allowance, applicable for international slight and the sector they fly to. Hence, flying becomes a career of choice for many hospitality graduates who fit the high end criteria of airlines.

3. Description of broad area

"AN ANALYSIS OF CURRENT WAGE PRACTICES FOR AUXILIARY HOTEL WORKERS IN DELHI-NCR"

The topic chosen is a result of spending years in hotel human resources, whilst constantly observing rank and file employees being exploited on working hours and compensatory compensation being paid to them. It will be my endeavor to bring to light the hardships and the resulting health issues that lasts individuals as a result of labor intensive work that they do in the hotel industry. It will be my attempt to present my study to the department of Tourism in India and to encourage the government bodies to take relevant action to correct this disparity.

It will be my attempt to bring to light hardships faced by the labour intensive workforce in the hotel industry in lieu of poor compensation being offered. The long-term health repercussions and the inability to attain decent retiral life, due to lack of governmental guidelines to the hotel industry players, in terms of pay-scales, health benefits, periods of rest like long leaves and curtailed number of working hours.

It is interesting to note that a law was indeed put into force but clearly not adopted fully by the hotel industry. (Hotel industry included under Factories Act) Press Trust Of India | New Delhi Last Updated at February 5, 2013 03:06 IST

The future of hotel industry – the young hotel management students, today ask a very relevant question like:-Why Hotel staff get very low salary after working 12-16 hours a day during season, which is equal to a labour salary. what is the use of investing so much money in hotel management course if at the end you have to see this? (Quora, 2020)
My purpose of doing this study is to be able to enlighten our law makers to the reality of the hotel industry workforce in India.

The foundation of my theory will be based on the hands-on experience and data collection done during the research stage.

My attempt will be to bring to light the fairness in compensation based on expectations vis-à-vis reality on part of employer and employee, given the intensity of labour, working hours and long term effect on health and finances of employees and their families.

4. Research Objectives

To attempt to bring to light fairness of wages being paid in hotel industry to the rank & file level of employees for their labour-intensive jobs:-

1. To analyze the wage framework for rank and file employees in the hotel industry, referencing relevant acts such as the Shops & Establishment Act, 1948, and the Minimum Wages Act.
2. To evaluate the fairness of wages by considering the labor intensity of hotel employees' tasks. Propose modifications to minimum wage laws to enhance equity in compensation.
3. To examine the feasibility of designating the hotel sector as an independent industry in India, governed by distinct self-standing legislations and regulations.

5. Research Methodology

It will be a non-experimental cross-sectional study, which will try to understand from the feedback of the sample population as to how wage parity will improve acceptance of hotel profession wholeheartedly.

The methodology which will be used to collect data will be:-

5.1 Quantitative –

- One on one interviews; group interviews
- Target Sample size atleast 400 employees
- Rank & File employees of 3, 4 & 5 Star category hotels (10 hotels of each category)
- Employee survey through questionnaire
- Organizational Surveys

5.2 Qualitative –

- Questionnaires
- Salary Survey's of Rank & File employees of 3, 4 & 5 Star category hotels
- Salary data by audit companies to support this survey (as released in public domains; example by HVS)(HospitalityBIZINDIA.COM, 2010)
- Presentation in visual formats based on responses
    - Male Female
    - Age groups
    - Hours of Work
    - Departments

The reason to use both qualitative and quantitative research methods is to be able to form concrete allegiance across → types of employees, types of hotel segments, physiological and psychological needs of employees.

5.3 Limitations

- Small sample size (approx. 400); Across Hotels in India

5.4 Data Analysis

The data collected from respondents will be analyzed through the latest version of SPSS package. Various statistical methods will be employed to compare the data. These methods include descriptive statistics for collecting, summarizing, and presenting the data, supported by inferential statistics and suitable parametric techniques for hypothesis testing and analyzing the data.

Tool to be used for testing intensity of task will be EFA (Exploratory Factor Analysis), by using Likert's scale method.

6. Proposed outcome of the research

6.1 It will lead theMinistry of Travel & Tourism to focus on the study and move in the direction of making laws specifically for the Hotel & Tourism Industry

6.2 It will help provide ideas/guidance to the hotel owners, management companies and policy owners liable for their employees mental, physical and emotional wellnessto uplift the socio-economic status of employees.

6.3 To encourage young professionals to take up hoteliering as a career of choice and pride.

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SHORT SYNOPSIS

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Sanchita P. Sengupta

20/PhD/068

Under the supervision of

Dr. Farhat Mohsin

Professor - FMS, MRIIRS

FACULTY OF MANAGEMENT STUDIES

MANAV RACHNA INTERNATIONAL INSTITUTE OF RESEARCH & STUDIES

SECTOR-43, SURAJKUND –DELHI ROAD, FARIDABAD – 121001

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